



WORKFORCE  
DEVELOPMENT  
INSTITUTE

# IMPACT REPORT 2018



GROWING AND KEEPING GOOD JOBS IN NEW YORK STATE

## About Us

The Workforce Development Institute (WDI) is a statewide non-profit and partner to organized labor that works to grow and keep good jobs in NYS. We use a range of tools—including ground level information, workforce expertise, and funding—to facilitate projects that build workforce skills and strengthen employers' ability to hire and promote workers.



Each of our 10 Regional Directors covers large territories of NYS and spends a significant amount of time traveling those regions to identify workforce trends, opportunities, and challenges. **We see our niche as filling gaps not covered by other workforce development or economic development entities, with an end goal of facilitating the growth of good jobs.** We are a collaborative organization and our role on a given project may vary.

Common roles include:

- identification of a problem/challenge (for one organization or many)
- connection of organizations with needs to resources
- facilitation of projects
- funding for projects

Our statewide presence is a strength in that **if a program works well in one part of the state, we can help move that project to other regions.**

The majority of financial support for WDI comes from the NYS Legislature. **We work across all sectors**, but a significant portion of our budget has been targeted by the legislature to help the manufacturing sector rebound. Numbers and projects identified in this report reflect this emphasis.

**Our roots are in labor, so we are interested in seeing an improved distribution of wealth—a move away from the 99:1 ratio toward growth of the middle class.** Although the types of projects we facilitate and support vary, they must all have a positive and measurable impact to the workforce.



## Boots On The Ground

During 2018, our Regional Staff visited/toured 1,097 organizations across the state, including 573 businesses, 398 non-profits/community groups, and 126 unions.

Last year's *WDI Impact Report 2017* described a number of workforce trends identified as part of our "boots on the ground" work ([www.wdiny.org/About/ImpactReport](http://www.wdiny.org/About/ImpactReport)). These trends still hold. In addition, updates are as follows:

1. Unemployment remains low and while this is still good news for the job seeker, it has posed problems for employers, who continue to struggle to fill vacant positions. That said, there remains a significant population that is either underemployed (including college grads) or has struggled to find quality jobs for a variety of reasons. **There is real potential here to help employers cast wider nets and consider individuals they might not have otherwise considered. The use of assessments to screen candidates based on skills rather than traditional measures such as education and years of experience is gaining traction and has the potential to open doors for many job seekers.** WDI is piloting a few of these.
2. While employers continue to cite a lack of "soft skills" (communications, drive for results, adaptability, customer service, teamwork) as frequently lacking in candidates, workforce organizations are actively piloting programs to address this important skills gap. **Programs used successfully in other states are being piloted here in NY at multiple levels (high school, college, and for the active job-seeker).**
3. **Companies that track and gather labor market data have begun to push reporting on "skills clusters", or skills that are frequently seen together across job postings, as particularly meaningful data.** Improved understanding of these clusters should aid both the job seeker in determining courses/classes to take and also employers, who will gain improved understanding of how to advertise successfully for open positions.
4. **The concept of "digital badging" is gaining traction with employers and employees/job seekers alike.** A digital badge is an indicator of accomplishment or skill that can be displayed, accessed, and verified online (LinkedIn). Digital badges have a dual benefit: they allow employers to view an individual's verified credentials more readily, and allow job seekers to showcase their demonstrated skills and competencies. In addition, the idea of adding digital badges to a growing portfolio can serve as an incentive for the job seeker/employee to actively engage in continuous learning.
5. There continues to remain a disconnect between the jobs that are available and the public's understanding of those jobs and the education/experience they require. That said, **we've seen an increased focus by many school districts on programming aimed at connecting employers with high school students, parents, teachers, and guidance counselors around career exploration.**
6. Manufacturers across the state continue to cite significant growth plans, which indicates to us that despite some highly-publicized downsizing on the national level (GM, Ford, Harley Davidson), **many NY-based manufacturers are still growing and in need of a workforce.** The impact of tariffs varies widely, based on the particular sector of the manufacturer. Companies located closer to our Canadian border report more tariff angst than others, since many of these companies work closely with or are subsidiaries of Canadian companies.
7. We continue to see many companies automate elements of their work. **This automation, however, has rarely led to downsizing. Rather, employers are working to "upskill" employees so that they can operate/troubleshoot the new equipment.** In almost all cases, automation efforts are focused on business—and job—growth.
8. **Group Sponsors—or non-profit organizations that help manufacturers access NYS registered apprenticeship programs—have boosted interest in and creation of new apprenticeships.** We've long known that apprenticeships are an effective mechanism of training for this sector, however employers have shied away from them in recent years, citing time and money investments along with concerns about losing staff mid-stream. Group sponsors—typically a local manufacturing association or manufacturing extension partner (MEP)—assume the administrative role associated with starting and managing a NYS registered apprenticeship. **The result is that employers are embracing apprenticeship once again.** This shift is important because the NYS registered apprenticeship is universally recognized—and therefore makes the employee more marketable than a non-registered or employer-based training program. The Group Sponsors have seen increased interest in and sign-on to apprenticeships by employers across all of upstate. New programs in NYC and Long Island are just starting. We anticipate more good results from this model.

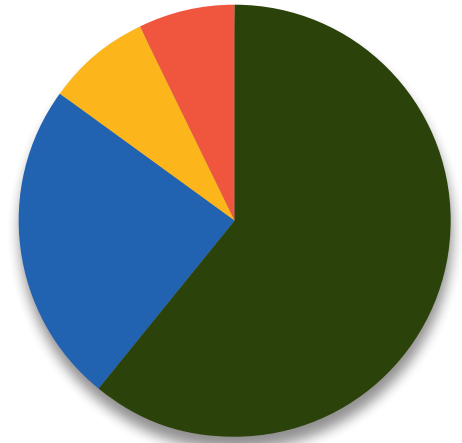
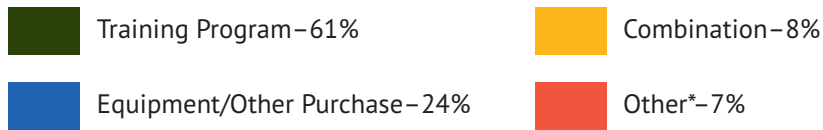


# What We Funded

Last year we supported 371 projects with the following characteristics:

## Types of Projects Funded

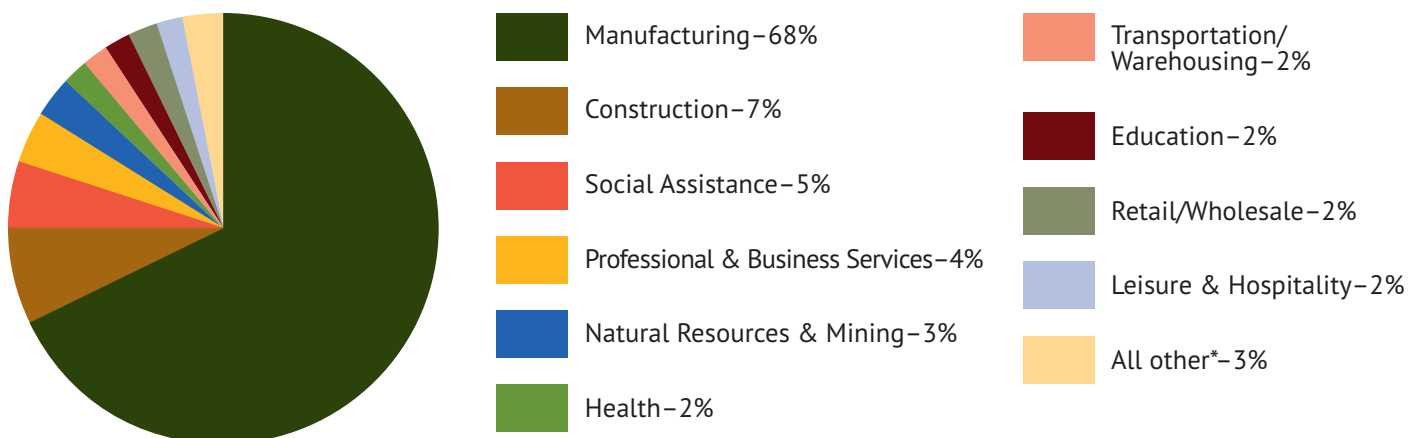
Although the majority of projects are training-related, job impacts can result through a variety of mechanisms.



\* Examples include assistance with the development of a strategic plan or marketing plan, product testing before launch, review of plant layout to streamline production processes, etc.

## Sectors Served

While we serve all sectors, a significant portion of our budget is targeted specifically to help manufacturing grow and thrive in NYS.



\* Includes Utilities/Energy, Information, Government, Financial Activities

## Projects Funded By Organization Size

Employee Count	# Projects
0-50	190
51-100	46
101-150	28
151-200	21
201+	86
<b>TOTAL</b>	<b>371</b>

## Project Focus

Organizations are asked to identify how a project will impact the workforce. Last year, organizations supported via WDI stated anticipated results as follows:

Primary Focus of Project	Projected Impact in # Jobs
Skill Development*	19,134
Job Retention	5,471
Job Growth	914
Job Promotion**	739
Job Placement***	220
<b>TOTAL</b>	<b>26,478</b>

\* Strengthening an organization's current workforce

\*\* Moving individuals up a career ladder within an organization

\*\*\* Working with non-profits or educational partners to train/place the underemployed/unemployed

## Common Projects/Requests for Assistance

- CNC Machining Training
- Communication Skills Training
- Customer Service Training
- Cybersecurity Training
- Geometric Dimensioning and Tolerancing Training
- Leadership Training
- Maintenance Mechanic Training
- Problem Solving Training
- Programmable Logic Training/  
Electrical Troubleshooting Training
- Project Management Training
- Preventive Maintenance Training
- Safety Training (wide variety—including Food Safety)
- Sewing Training (variety of levels)
- Shop Math Training
- Statistical Analysis Training
- Supervisory Training
- Welding Training
- Workplace ESL Training
- Equipment or Software (and specialized training for both—specific to an organization)
- Business Process Training, such as LEAN or ISO Certification

**Note:** WDI uses support from the NYS legislature to respond quickly to workforce challenges and opportunities. While these charts reflect projects that were supported financially, it does **not** represent the full effort of WDI staff. Activities such as workforce data collection, connection of organizations to other resources, or facilitation of larger projects take significant staff time, and are often viewed by our partners as equally or more important than financial support.

# Workforce Expertise

## Regional and Statewide Highlights

### CAPITAL REGION (CR)

#### Beechnut Tackles Electromechanical Skills

Beech-Nut Nutrition Company has been producing baby food products since 1931, and has made a name for itself by introducing innovative products in several different forms and packages. Beech-Nut produces baby food in a 650,000-square-foot food production facility in the Town of Florida, NY. The company currently employs 346 workers—**230 of which are members of the Bakery, Confectionery, Tobacco Workers and Grain Millers (BCTGM) International Union Local 53.** Beech-Nut's workforce has grown by approximately 10% in the last few years, and management recently noted that they saw additional opportunities to grow the plant's manufacturing capacity and product offerings further, provided they have enough employees to keep the high tech, high volume production line moving. As a company that works with fresh foods, it is especially important that production moves quickly to avoid waste.

With WDI's support, Beech-Nut is providing comprehensive electrical maintenance training to 11 of the operations and maintenance staff. This training was designed by Fulton Montgomery Community College to fit the specific needs of

the company and is expected to improve the skill level of employees in electrical and mechanical industrial troubleshooting, electrical drawings, wiring, electrical safety, and more. In addition, the pilot project also matches-up employees with company mentors to help transfer classroom training to on-the-job experience. This comprehensive approach to training is expected to help employees overcome their fear of making errors and give them the confidence to repair critical equipment in an efficient manner.

*If this pilot is successful, the intent is to use it to develop consortium training for other companies that have similar needs around industrial electrical/maintenance skills in an advanced manufacturing setting.*

#### GLOBALFOUNDRIES Ramps Up Efforts to Promote Manufacturing as a Career

GLOBALFOUNDRIES is the world's first full-service semiconductor foundry with a global manufacturing and technology footprint. Based in Silicon Valley, GLOBALFOUNDRIES maintains a manufacturing operation in Malta, NY that employs over 3,000 workers and continues to grow. It is estimated that the Malta Fab8 location will need to hire over 100 new technicians/year for the next few years.

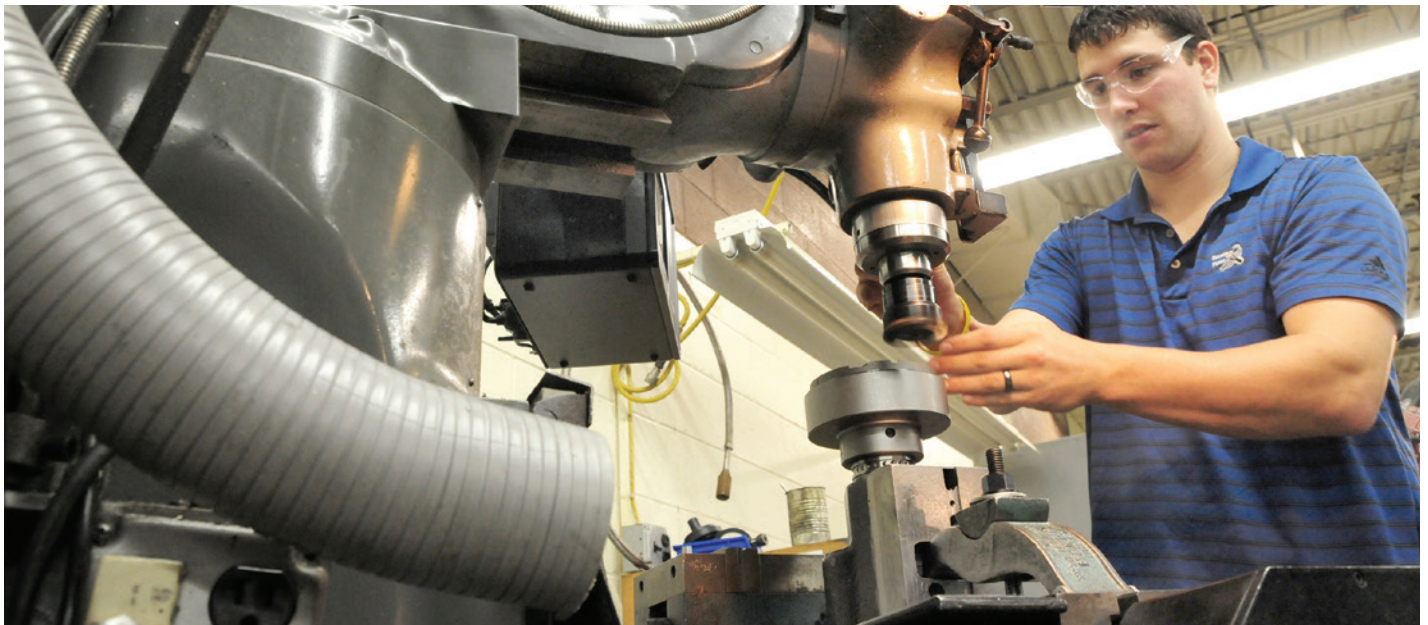


Photo credit: GW Lisk

While this sounds like great news for the Capital Region, the company has experienced some of the same difficulties felt by the sector as a whole, which is a lack of awareness and understanding of manufacturing jobs. Many young adults entering the workforce believe that all manufacturing is “dark, dirty, and dangerous,” and therefore never consider employment with GLOBALFOUNDRIES or any manufacturer.

***Via a partnership with WDI, GLOBALFOUNDRIES is collaborating with a local production company, RogueFX, to change this misperception and improve the company’s ability to recruit production staff.*** RogueFX is producing a video series depicting “lifestyles of STEM careers”, which profiles four employees who discuss the work they do, the path they took to their current jobs, and the outside passions that their employment allows them to pursue. This project will show viewers that employment with GLOBALFOUNDRIES can help them achieve their desired lifestyles. The video series will be used as an integral part of the GLOBALFOUNDRIES recruitment process within high schools, community colleges, and universities. Along with promoting GLOBALFOUNDRIES and the Capital Region, the larger goal is to use the video as a pilot/example for a larger video project highlighting other anchor employers in Advanced Manufacturing in the region.

RogueFX has built a reputation for excellence in programming that empowers disadvantaged youth via digital film and media arts; we anticipate the unique view the production staff brings to this project will help tell the story successfully.

## CENTRAL NEW YORK (CNY)

### Accelerated Apprenticeship Program (AAP) Continues to See Success with Manufacturers

A successful manufacturing training program that results from collaboration between employers and several workforce organizations—including WDI, the Manufacturing Association of CNY, and Workforce Solutions based in Utica—has now been moved from one county to another a few times, and established a firm track record of success. The most recent iteration of the Accelerated Apprenticeship Program (AAP), in Tioga County, has seen it morph again into an even more flexible model that serves different types of employers.

Trainees are paid throughout the multiple week training program and employers guarantee employment upfront. At the Tioga County employers’ request, the program was changed to 1) accommodate multiple trades, 2) allow the employers earlier access to the students so that they could help shape programming, and 3) allow for a mix of new and incumbent workers. In short, students trained 4 hours/day and then spent time each day with their respective employers. Depending on the match-up with the employer, the type of job an individual could be training for was one of several: CNC Machining, Plant Maintenance, Maintenance Mechanic, Electronics Technician, or Electrical Maintenance.

***The AAP is an excellent mechanism to attract potential employees (paid training is a selling point) and is responsive to employer needs in that it can be moved anywhere and can accommodate whatever targeted training the employer wants.***

WDI and partners are looking to scale this successful model again, and there is tremendous interest. Roundtable discussions with employers are happening in several towns/cities including Binghamton, Cortland, Elmira, Morrisville, Rome, Canastota, Conklin, and Massena. We anticipate additional growth of the program in 2019 throughout the state.

### Health Care: Education Around Safe Patient Handling Directly Impacts Workforce Retention

With significant support from WDI, the Western NY Council on Occupational Safety and Health (WNY COSH) and Zero Lift Task Force held a Safe Patient Handling (SPH) conference in Liverpool, NY in October of 2018. ***The SPH Conference was intended as a “problem solving” event for caregivers with a stated goal of minimizing—through education—the injury rate associated with patient repositioning and mobility.*** Conference participants learned best practices on new and existing equipment as well as a variety of administrative changes that can be implemented in their respective facilities. WDI’s support was for both speakers and scholarships so that individuals from across the state could attend.



Photo credit: WDI



The SPH conference was borne out of a program that started at Erie County Medical Center (ECMC) to address lost worker time and increases in worker compensation costs that resulted from worker injury. The conference has grown each year, with 370 attending the Liverpool event. Attendees came from a variety of work settings including RNs and LPNs, Development Assistants, Health and Safety Trainers, Physical and Occupational Therapists, Safety and Workers Compensation Managers, Safety Coordinators, and Administrators. Many were union members representing 1199SEIU, CSEA, CWA, NYSNA, NYSUT, NYSCOBAs, and PEF. With such a diverse group of participants, three tracks were offered to meet the needs of attendees: Acute Care; Long Term Care; and Developmental/Mental Health Care.

The WNY COSH event coordinators noted that ECMC has fully embraced SPH and currently has 70 SPH champions throughout their facility. ***The result has been continued and marked decreases in both the number of workers compensation claims and workers compensation costs due to patient handling and ergonomic injuries.***

WDI is proud to be part of this initiative that has produced such success. Our hope is that continued education around best practices for safe patient handling will see similar results in health care organizations throughout the state.

## HUDSON VALLEY (HV)

### A Partnership with the Accelerator Grows Business and Jobs

The Accelerator is a NYS-certified business incubator that works to attract manufacturing-based businesses to the mid-Hudson Valley by providing below-market occupancy costs, workforce training, mentoring programs, easy access to experienced professionals, and high-tech resources for its clients. During the last few years WDI has worked closely with the Accelerator to provide support to both individual companies and to help develop resources that can be shared by multiple businesses. ***The WDI goal: growth of good manufacturing jobs.***

The Accelerator currently houses 15 manufacturers on its New Windsor and Middletown campuses, and offers access to its management team, industry professionals, and conference room to several additional off-site businesses. ***The Accelerator's incubation efforts focus on its manufacturing "pods", which are dedicated to fashion design and production, technology, artisan food manufacturing, medical devices, software, and personal products manufacturing.*** WDI has provided support via a range of equipment and training, including a current project that will provide sewing equipment to five (5) on-site companies and sewing training to three (3) of the companies. The companies have a cumulative staff size of 50 with projections to grow by another 30 employees (with a starting wage of \$15.00/hour) as a result of the resources WDI is investing in this equipment-training hybrid.



The Accelerator has also helped several start-up businesses launch. Local companies Haven, IKRC Custom Technology Solutions, Lucky Bug Clothing Company, and Unshattered are all “graduates” of the incubator part of the Accelerator.

### Equipment for the Iron Workers Ensures A Job-Ready Workforce

The Ironworkers Local 417 supplies manpower to their signatory contractors in Dutchess, Orange, Putnam, Rockland, Sullivan and Ulster counties. Local 417 has expanded their training facility and training programs during the last few years to meet the skill set demands of several large construction projects planned in the Hudson Valley, such as Legoland, Cricket Valley Powerhouse, and others.

During 2018 WDI supported the purchase of a lightweight multi-purpose welder for use in Local 417’s training facility. **The new equipment will allow Local 417 to expand their training programs in welding further, to include certification that meets both the American Welding Society and the Department of Transportation testing guidelines.** Local 417 expects to train roughly 60 ironworkers on the new equipment in the coming year so that they will be qualified for employment on local projects.

## LONG ISLAND (LI)

### WDI Makes Critical Connections for Major Industries In Need of Skilled Workers

The manufacturing sector offers positions with low barriers to entry and viable career pathways leading to economic and professional advancement. **However, manufacturing companies on Long Island continue to have open jobs they are unable to fill in a timely way with properly qualified candidates.** The problem is twofold: 1) A general lack of awareness about industry careers. 2) Obstacles for students and young job candidates to gain work-based learning experience prior to handling the high-tech equipment the industry commands. Both of these challenges are echoed on the statewide and national level for small, medium, and large manufacturers. **To address these critical workforce development issues, WDI’s Long Island Regional Director has begun to pilot several career awareness and exposure initiatives at the high school level.**

- **Curriculum to Careers Program:** WDI facilitated employer connections for three school districts: South Huntington, Westbury, and Hicksville. In each district, the school staff were paired with an employer who presented at the school and provided a worksite tour. The employers have also committed to providing additional mentoring to teachers and students in order to deepen the classroom curriculum to career connection.

- **Career Opportunities Event:** WDI coordinated and co-hosted a first-of-its-kind Career Opportunities event for students, parents, teachers, and guidance staff from six (6) Western Suffolk school districts. The event featured a panel discussion by industry executives from manufacturing, healthcare, information technology, and the building trades, and also included a hands-on demo room where the 165 attendees could experience the work of the featured industries. Industry representatives also held breakout sessions for more in-depth conversations about career opportunities and in-demand skills.
- **Career Ambassadors for People of Color:** WDI partnered with the Urban League to identify, train, and deploy senior level employees of color from manufacturing, biotechnology, and finance to Long Island’s high-minority schools to discuss career pathways and opportunities. The industry representatives—referred to as ambassadors—will help students understand how to prepare for and access careers. Ambassadors will also facilitate worksite tours and provide one-on-one mentoring.
- **Workforce Development Data for Work Based-Learning Coordinators:** WDI is supplying data quarterly to Long Island’s work-based learning coordinators so they can share information about local careers, in-demand occupations, skills, credentials, and educational requirements with teachers, students, guidance counselors, and parents within their districts.

### Promising Pre-Employment Programs Gain Ground

2018 saw pre-employment training continue to be an area of focus for WDI on Long Island. Successful pre-employment training programs identify, screen, prepare, and place job seekers in promising careers by developing the technical and soft skills demanded by the region’s employers. Below are a handful that experienced success during the year:

- **Opportunities Long Island (OLI)** is an effective outreach and training program which consistently provides access to high-quality careers in the unionized construction industry to qualified individuals from low-income communities.
- **Sisters in the Brotherhood** recruits and prepares women for union construction jobs. The first two cohorts graduated a total of 19 participants, all of whom were accepted into local apprenticeships within the Northeast Regional Council of Carpenters.
- **Manufacturing Apprenticeships**—WDI has secured a commitment from Estee Lauder to start the first NYS Department of Labor registered manufacturing apprenticeship on Long Island. With over half of the company’s production workforce eligible to retire, Estee Lauder plans to hire over 100 workers into the Industrial Maintenance Technician apprenticeship (via a pre-apprentice program) within the next few years. We anticipate

this registered manufacturing apprenticeship to be the first of many on Long Island.

- *URGENT*, short for *Utility Readiness to Gain Employment for Non-Traditionals*, had a second successful year. The program was started last year via a collaboration between WDI, Nassau Community College, and several Long Island utilities to provide opportunities to unemployed or underemployed women. The pilot was so successful that URGENT used the results to secure additional grants to add five (5) cohorts of women as well as new cohorts of unemployed youth and veterans. URGENT (WDI and NCC) were also awarded the 2018 Workforce Program Award from the New York Association for Training and Employment Professionals (NYATEP).

## LOWER HUDSON VALLEY (LHV)

### Greyston Pilot Focuses on Ex-Offenders

The Lower Hudson Valley is home to some of New York's wealthiest, but also extreme poverty. During 2018 the Lower Hudson Valley Regional Director focused attention on helping several community partners launch new programs to move those on the lower end of the income spectrum up the ladder.

A pilot project launched with Yonkers-based Greyston Bakery was aimed at serving the unique needs of individuals recently released from prison. **Ready Set Work (RSW) is a new Division of Criminal Justice-approved program that provides skills and support to recently released individuals who are in need of immediate, transitional employment.** WDI's support was used to help train and employ individuals to be a part of Greyston's Rangers Program—a neighborhood beautification transitional workforce program that keeps main thoroughfares and designated areas of Yonkers clean. The Greyston staff who operate RSW—called Rangers Mentors—all received specialized ex-offender training in Albany prior to the pilot launch, and worked closely with the Westchester County Re-entry Task Force on the new program.

RSW incorporated services from a Job Developer, who assessed the program participants' interests and abilities, helped with resume and interviewing skills, and made direct referrals to more permanent employment. The program also provided ongoing case management and mentoring from the Rangers Mentors, which has proven to be a powerful source of support in this first pilot.

Placement rates thus far are close to 90%. ***Greyston has some formulas for success that can and should be used throughout the state.***

## Boosting a Hidden Sector in the Lower Hudson Valley

A second area of focus during 2018 was on manufacturing, a sometimes hidden but important (and growing) sector in the Lower Hudson Valley. WDI worked with ***Metallized Carbon***—a company in Ossining, NY that supplies industrial customers worldwide with engineered carbon/graphite solutions to lubrication—to help position the company for an expansion. With roughly 140 employees, many represented by the ***Millworkers and Cabinetmakers Local 51***, the company needed help with scheduling and planning production in order to realize an expansion. ***WDI supported the installation of a new Enterprise Resource Planning system, and training of several staff on that system.*** Topics covered included inventory management, identification of data required for material planning, logistics management, implementation of supplier relationships, and more. The company anticipates hiring between 20-25 new staff during the next few years, all at solid wages.

A second company, ***Lamothermic Corporation*** located in Brewster, NY, ***received assistance with both Supervisor training and Cybersecurity training.*** The company employs 88 in the precision investment casting industry, which requires a high level of precision and engineering. The supervisory training was implemented to help the company reduce turnover. The cybersecurity training was implemented to increase company security, but is also anticipated to provide job promotion opportunities to those taking on the increased knowledge and responsibility of the company's IT operations.



## MOHAWK VALLEY (MV)

### Supporting Mohawk Valley's Manufacturers and Their Workforce

Throughout the Mohawk Valley region, WDI leverages expertise and resources to support the region's manufacturing workforce. *Frequently cited training needs include upskilling workers to take the place of those retiring, and training specifically around troubleshooting/repairing increasingly more complicated equipment.* Some examples of WDI's support for this sector in 2018 follow.

WDI worked with Mohawk Valley Community College (MVCC) to provide Automation Maintenance Training to employees at ConMed, a Utica-based surgical device manufacturer with over 500 workers. **ConMed** forecasts that the number of machines requiring maintenance will grow in the coming years. The company reached out to WDI and MVCC for help in upgrading employee skill sets so that they are able to successfully navigate new challenges.

**Kris Tech Wire**, a wire manufacturing company in Rome, NY, has received assistance from WDI twice in the last few years to help the manufacturer realize a multi-year growth plan. The first effort helped Kris Tech Wire grow from 41 to 54 employees. The more recent project saw WDI working with the company on implementation of LEAN training for all staff. The LEAN effort is anticipated to help achieve additional increases in revenue and job growth. Kris Tech management notes that the company would not have been able to successfully grow and scale the organization without these two projects.

In Oneonta (Otsego County), WDI and SUNY Morrisville partnered to provide Skilled Trades Training for **Corning Inc.** and the **United Steelworkers Local 1029**. The training was intended to upskill incumbent workers, providing them an opportunity to advance into positions that will be vacated by a high number of retirements in the coming years. The curriculum covered topics such as maintenance fundamentals, electrical circuits, fluid power and hydraulics, and power transmission components. Corning management reports that training has, in fact, led to both increases in skills and promotions.

**Norwich Pharma** in Chenango County reached out to WDI for assistance with two leadership training programs for its employees. The two programs, targeted at Norwich Pharma's middle managers, combined classroom instruction with one-on-one mentoring. Through the trainings, the company is aiming to reduce costs, reduce scrap, and improve on-time delivery. Additionally, this training is expected to result in decreased turnover of production staff by improving the communication between managers and employees, many of whom are represented by the **International Chemical Workers Union 251C**.

**Twin Rivers Paper Company (TRPC)** of Little Falls (Herkimer County) requested help from WDI for the purchase and training related to new equipment, a hand-held bearing analyzer. TRPC, whose workforce is represented by the **United Steelworkers (several locals)**, expects to train roughly 16 of its 140 workers on the new equipment.

## NEW YORK CITY (NYC)

### Union Innovation: District Council 37 Promotes Skills Recognition and Verification as a Mechanism to Job Placement/Promotion

This past summer the largest public sector union in NYC, District Council 37 (DC37), launched a major initiative—with financial help from WDI—to offer digital badges and credentials to its members. DC37 is the first large labor union to promote the concept of digital badges as a mechanism for workers to track and promote their credentials.

Through a partnership with Credly—a non-profit that creates, issues, and manages digital credentials—DC37 believes the initiative will prompt the union's 127,000 members to obtain skills needed for jobs they are interested in today, and also help them be ready for shifts in skills required as a result of automation. Digital badges/certifications also help employers view an individual's verified credentials more readily, allowing for improved understanding of demonstrated skills and competencies.

*We believe that digital badging is a concept that could be promoted and managed by large unions, employers, or community colleges as a mechanism to both connect employers and qualified workers more efficiently, and to alert workers about credentials required to move ahead.*

### Pre-Apprentice Programs for Construction See Success

Concerned with the lack of good job opportunities for young people in their community, local legislators in upper Manhattan asked WDI for help in facilitating training that could lead to quality jobs. WDI recommended partnering with Pathways2Apprenticeship (P2A), a pre-apprentice program for the construction trades.

The four-week program affords low-income New Yorkers with the opportunity to seek a career path and financial security through employment in the unionized electrical, plumbing, and carpentry trades. **The upper Manhattan program saw all twenty-two (22) participants graduate and begin their journey towards a union apprenticeship;** most were connected to apprenticeships with Laborers Local 79, IBEW Local 3, Bricklayers & Allied Craftworkers Local 1, and UA Plumbers Local 1. P2A also mentors all program graduates through the first year of their apprenticeship and aims to remain in contact



Pathways2Apprenticeship Graduation, June 2018. Photo credit: WDI

throughout the course of their careers. Several graduates who are now journeyworkers are also P2A trainers.

WDI provided a grant that covered all costs of the program including planning, overhead, training, food, travel and materials.

### Supporting the Manufacturing Sector in a Variety of Ways

Manufacturing is still alive and well in NYC, *and is one of the sectors where it is truly possible for individuals to move out of poverty and up a career ladder into life sustaining wages relatively quickly.* To that end, the WDI NYC Regional Director has been hard at work to both raise the profile of the sector and to help develop pathways for individuals to enter the sector and advance.

Two growth areas for manufacturing in NYC include **apparel**, where we've seen some re-shoring, and **food**. The support WDI has provided to help grow and promote individuals into these jobs varies from project to project, but can include training, equipment, workforce expertise, connection to other resources such as consulting or additional funding, or promotion of the industry. A few examples where WDI was active in 2018 are below.

WDI worked with **Shimmy Technologies**, an early-stage Brooklyn-based company that designs and develops software for apparel brands and manufacturers, to help the company beta-test a new workforce development software for garment workers. Designed for laptop computers and tablets, the software trains users on digital patternmaking and computer literacy skills. The goal of the project is to ensure that apparel workers can retain their jobs or transition to new

positions as the sector increasingly adopts automation and artificial intelligence.

**Course of Trade (CoT)** is a Brooklyn non-profit dedicated to helping support the garment industry by providing free, paid industrial sewing training to New Yorkers in need of employment. During 2018 WDI helped CoT scale their operation so that they could train and place more individuals.

WDI also assisted **M&S Schmalberg**, a third generation Manhattan family business, to update their marketing strategies to incorporate a social media and online presence. A direct-to-consumer approach for this 100 year old business is a new one, and these investments are helping the company increase sales and remain competitive. **M&S Schmalberg is staffed by Workers United 32-62.**

In food manufacturing, WDI supported equipment to help **Hot Bread Kitchen** in Harlem scale their successful Bakers in Training and Apprenticeship program. Hot Bread Kitchen is a nonprofit that creates economic opportunity by training low-income and immigrant women for jobs in food production and/or to incubate their own businesses.

WDI also worked with **Amy's Bread**, a Long Island City-based retail and wholesale bakery of traditional handmade breads, pastries, and cakes, to help the organization improve efficiencies and production flow. The goals of the project, which saw WDI providing support for both consulting and implementation of some of the consultant's suggestions, are to grow the business/add jobs and improve skill sets of the 120 current staff.

## NORTH COUNTRY (NC)

### Training Truck Drivers within the Region

This past year a series of roundtable discussions between North Country employers and workforce and economic development partners was held to discuss transportation needs. Area businesses face a critical shortage of drivers, an issue growing more acute due to the aging population of this workforce. In addition, trucking is also often overlooked as a viable career by the emerging workforce.

The roundtable discussions revealed that the truck driver shortage is exacerbated in the North Country because the region does not have an active training program for Commercial Driver's License (CDL-A). The National Tractor Trailer School in Syracuse is the closest option, although the cost of travel and lodging makes this program prohibitive for many businesses in the North Country.

***The discussions led to WDI and SUNY Canton's non-credit center (CREST) working together to develop a program, which will be offered in 2019.***

SUNY Canton CREST anticipates up to 24 participants per year will graduate from the program with a CDL-A certification and access to jobs paying \$14-\$19/hour at a wide variety of North Country employers.



Hot Bread Kitchen Head Baker, April 2018. Photo credit: Hot Bread Kitchen

### Creating Pathways to Careers for International Paper

International Paper (IP) employs 600+ at its Ticonderoga (Essex County) facility, most of whom are represented by the ***United Steel Workers Locals 5 and 497***. For decades, IP has relied on its reputation as a good corporate citizen and cornerstone company to recruit and retain the workers it needed. However, IP is facing a significant number of retirements at its Ticonderoga location, and management determined it needed help and a plan to both upskill incumbent workers and recruit the next generation of employees.

During 2018 WDI worked closely with IP and several partners, including the Essex County IDA, Champlain Valley BOCES, and North Country Community College, to take a fresh look at its workforce programming. ***The partners created a new two-pronged approach to workforce development.*** A pre-employment program was developed to address a lack of qualified applicants, and covered topics such as safety, personal standards, communication, team skills, problem-solving, and quality/customer service. In addition, the group identified the need to market IP to area schools and BOCES programs so that younger generations can see the promising careers IP offers and understand the knowledge and skills the pulp and paper mill industry demands. WDI assisted with both of these efforts and also a training program for IP new hires who require some basics around LEAN concepts and methodologies.

It is anticipated that this new focus on workforce by IP will help ensure the jobs at the mill, which pay well and have good career trajectories, continue to be filled.

### Mining Training Program Leads to Skills and Jobs

When the Titan Mine Corp. decided to purchase and re-open the Empire State Mine, an idled zinc mine in Balmat, NY (St. Lawrence County), management knew there would be a need to train workers. What they did not count on was the extent of that need or the cost associated with training so many individuals.

***Titan consulted with the WDI North Country Regional Director on a strategy for the implementation of and funding for a training program.*** These discussions led to contracting with Dumas Contracting USA to help prepare workers for the rigors of deep earth mining. WDI's agreement to support the program was also what Titan needed to bring other potential partners to the table.



MAPP Graduation, July 2018. Photo credit: MAPP

Funded through a partnership with the New York State Power Authority (NYPA) and WDI, the Dumas training program consisted of ten 13-week training programs that resulted in approximately 60 individuals developing the skills necessary to meet requirements for employment at the Empire State Mine. These individuals were local to the North Country, including some recent veterans. At year's end the mine is close to full operational status and now has a total of 190 workers employed.

## ROCHESTER/GENESEE VALLEY (RGV)

### Identifying A Common Need Among Manufacturers—Sewing

We know that there is still a significant apparel manufacturing industry in NYC, but *during 2018 several WDI Regional Directors began to identify an increasing number of upstate manufacturers working in the sewing realm, and in need of a workforce.*

In the Rochester-Genesee area, WDI has identified a total of nine (9) employers that have significant hiring needs for sewers. The employers—including Otex (Rochester), Hickey Freeman/Workers United (Rochester), and Select Fabricators (Canandaigua)—have agreed to collaborate with WDI around the development of training that can support their needs. A training connection—via the WDI NYC Regional Director—has produced a NYC-based trainer who will share core competencies required for a sewing curriculum and provide a “train the trainer” program to Rochester-area trainers. This program is under development with an anticipated launch of 2019.

### Pre-Apprentice Program Sees Success (and Placements) With Building and Construction Trades

With financial support, guidance, and connections from WDI, the *Rochester Multi-Craft Apprenticeship Preparation Program (MAPP) had close to a perfect placement rate with the Building and Construction Trades.* The addition of an innovative feeder program helped to ensure that candidates chosen were right for the program.

Individuals from underserved communities were recruited and screened for interest and ability in the trades. Those who passed the screening then immediately began working alongside union journeyworkers on lower level tasks associated with rehabbing blighted city properties—a program called Project Phoenix. Once program participants showed aptitude on Project Phoenix, they were formally admitted into the MAPP.

The Program Director, Kereem Berry, reported that “the program is life-changing because it opens the door to a lifelong career to which graduates might otherwise not have access”. Berry notes that all of the graduates come from backgrounds that are under-represented in the Rochester construction industry—a statistic his program is trying to change. Applicants to the program often lack basic math and reading skills, and so the MAPP covers a number of topics these individuals will need—including construction math, soft skills, reading comprehension, use of tools, and basics of the construction industry. Berry came up with the idea of Project Phoenix as an “extended interview” mechanism that also serves as a win-win for the city and the trainees. The

properties are rehabbed and the candidates get a chance to show what they can do.

***The program is typically a 12-week program, but was so successful during this past year that some of the students were being recruited by the Trades before the 12 week period had been completed.*** A July graduation celebrated 14 graduates and 13 placements (the 14th individual opted out) with four at the Bricklayers, two with the IBEW, two with the Glaziers, two with the Carpenters, one with the Pipefitters, one with the Ironworkers, and one with the Laborers. Ongoing support and mentoring is also provided.

## **Piloting a Potential Solution to the Soft Skills Problem**

***This past year saw a multi-pronged effort to tackle the “soft skills” problem cited by so many employers.*** While a lack of these skills in applicants—such as adaptability, collaboration, communication, resilience, social diversity/awareness, etc—has been a factor for a few years now, employers have noted that the issue is intensifying as the demand for higher technical and custom products increases. Most production workers today have some interface with either audit processes and/or compliance practices for required certifications or regulations, which involves interacting with others and sometimes reporting to outside entities. The inability to interact with clients on custom work has also been noted as a problem.

To that end, WDI has been working with New World of Work (NWoW), a CA-based non-profit that developed curriculum, assessments, and digital badging to help high schools, colleges, and businesses address some of the skills deficits seen routinely. ***The WDI Rochester-Genesee Valley Regional Director was trained herself on the program last year and has brought the curriculum to this region.*** The NWoW offers a few different levels of softs skills programming for both the emerging and incumbent workforces, and WDI and partners are trying out a few in the Finger Lakes and Southern Tier. We anticipate reporting on program results by mid-2019.

## **WESTERN NY (WNY)**

### **Manufacturing: A Collaboration Results in In-Demand Certification and Employment**

Manufacturing employers in Western NY were looking for individuals with the skills of a Certified Production Technician (CPT), but could not find them. Enter a collaboration between the Erie Workforce Development Board (Erie WDB), the Erie 1 BOCES, and WDI that resulted in a unique combination of classroom learning and on-the-job experience that allowed participants to earn CPT certification (a certification endorsed by the National Association of Manufacturing) and also gain employment.

Participants of the 13-week program were recruited and vetted by the Erie WDB and several participating employers. Once the program began, participants spent two days a week working for potential employers (gaining on-the-job experience) and then three days a week studying the CPT program at the Erie 1 BOCES. The participants were paid as temp workers during their two days/week at the employer sites.

WDI's role in the program was to both support the on-the-job training component by reimbursing employers for taking on the trainees, and recruiting employers to the CPT program. The program saw a 78% completion rate. Of those who completed, 91% were placed.

***Feedback from the employers and the job seekers was that the program allowed the companies to see how a potential applicant might fit into their existing workforce, and also provided the job seekers with needed experience.*** Additionally, providing trainees with pay for the on-the-job training component helped to prevent departures for short term employment opportunities with no longevity or benefits.

Several of the companies from this first round have already expressed interest in future participation in this program. Additional sessions of the program—in both English and Spanish—are planned.

### **Using Training to Ensure Safe, Efficient Transportation in Western NY**

***The Niagara Frontier Transportation Authority (NFTA)*** is responsible for maintaining the Buffalo METRO rail system and its infrastructure. The workforce, represented by the ***Amalgamated Transit Union (ATU) Local 1342***, is comprised of roughly 150 employees.

NFTA has grown in the last few years, adding more vehicles and line extensions to service an increase in ridership from the Buffalo-Niagara region. The corresponding growth in staff for NFTA is expected to be significant; 40 jobs will be added in the next few years, comprised of train operators, railcar electricians, mechanics, and more. This growth, combined with a number of retirements, has put strain on NFTA's ability to maintain and repair the rail systems.

***During 2018 WDI worked with NFTA to put 21 individuals through basic and advanced welding and refrigeration training.*** The organization will gauge longer term success of the program by evaluations of individuals trained both before and after programming, employee retention, and reduced downtime of equipment and facilities.



## Career Awareness: Western NY Construction Career Day Goes Big

With significant support from WDI, the 2018 WNY Construction Career Days event was held over two days in October 2018 at the training center of the Operating Engineers Local 17 in Lakeview NY. The goal of the event was to expose high school juniors and seniors to careers in the building and construction trades. The

Photo credit: WDI

event was highly interactive; students were able to operate heavy equipment, pour concrete, go up on lifts, and get hands-on experience with a range of other trade related tasks. Each area was supervised by an Operating Engineer who oversaw the student's use of equipment to ensure safety.

This year's event brought in 920+ students from eight (8) counties and roughly 40 schools. Participating unions included the Operating Engineers, Painters, Bricklayers, Carpenters, Electrical Workers, Plasterers, Insulators, and Laborers. ***The annual event has grown in size and in importance as a mechanism to recruit new apprentices, especially in light of significant projected retirements in the trades.*** This event has been cited as a viable means of recruiting graduating high school students who may want to enter the workforce directly.

Construction in Western New York is booming and jobs await.

## STATEWIDE/MULTI-REGION INITIATIVES Investigating Workforce Strategies that Support New Pathways to Work and Learn

WDI continues to explore how to support New York's workforce system in the midst of large scale changes in the world of work and education.

Since 2010, the U.S. economy added 11.6 million new jobs, but 11.5 million of those require education beyond high school. Jobs requiring lower skills did not recover after the 2008 recession and most will never come back. Only 47% of Americans have credentials beyond high school diplomas, but 65% of jobs will require greater than a high school education within the next decade.

We also know that what and how people learn is changing. For jobs of the future—and increasingly today—people need sophisticated, higher-level thinking and reasoning abilities, as well as technical skills that are constantly updated throughout their lives. How does New York State put systems into place to respond to these shifts, to be ahead of the curve, to build an educated, trained workforce that can continually adapt to new skill requirements?

WDI is working in partnership with Innovate+Educate and Credential Engine, two other workforce non-profits, to develop a new tool—called ***Future Skills Exchange***. ***Future Skills Exchange is an online platform that lets employers and job seekers search, compare and connect with credentials and assessments related to their jobs, and then find educational institutions that provide training to fill the gaps.*** The system will be available in early 2019.



Photo credit: WDI



WDI is also helping to pilot the use of assessments and new online tools that assist in identifying and building critical skills in the workforce. The goal is to support the evaluation and adoption of alternative ways to hire and train. These tools include Core Score, a foundational skills assessment for manufacturing, and Voxxy, an online contextualized English as a Second Language (ESL) learning platform.

Our citizens can learn to a very high level when they have the opportunity. New York is part of an increasingly global economy where talent can and should be found everywhere.

### Growing Understanding and Potential for Clean Energy

Clean energy is important not only for the potential positive impact on the climate, but also because there is significant jobs potential in this sector. Through its energy program, WDI has been focused on keeping the workforce ahead of the energy transitions occurring around us. **While most discussion in the media has revolved around the potential number of jobs that can occur from clean energy, much needs to be done to turn these forecasts into reality. WDI is filling this void.** The role of WDI has been to educate, interject, connect, advise, analyze, track and convene around this topic.

**A significant part of WDI's focus this year was educating workforce development intermediaries about opportunities for the workforce in clean energy.** The WDI Energy Program Manager was an invited speaker at roughly a dozen conferences, summits, and other public gatherings around clean energy and climate change. A regional analysis was provided to partners in the Rochester-Genesee Valley region around the area's 11,673 clean energy jobs, and a more focused analysis around the community benefits of large-scale renewables was done for the North Country region.

**We also play an important role in informing policy makers of the information we collect in order to ensure that policies are designed with workforce considerations in mind, and to limit unintended consequences that might harm the workforce.** For example, WDI has been active in the process to develop an offshore wind program in NY by providing information about the local workforce and what we know about the current and potential supply chain for offshore wind. This work has included steps to make European developers aware of NY businesses for partnering opportunities. WDI has also assisted community colleges, labor unions and other educational and training providers in learning more about the offshore wind industry, the labor supply/demand, skills gaps, and industry trends so that they can develop curriculum, training sessions, and grant applications to support a NY-based offshore wind program.



Block Island Tour (Rhode Island)–First USA offshore wind farm. Photo credit: WDI

We anticipate playing a similar role around other clean energy programs as the state rolls out incentives around these programs in the coming months/years.

### Supporting Statewide Initiatives for Labor

**Our roots are in labor and therefore we believe strongly in the ideas that are represented by labor, including a living wage, the ability to gain skills and move ahead, and the ability to have a voice at work.** Many examples of our work with labor appear throughout our regional highlights. However, we also work with statewide union leadership on programs that help their members move up career ladders, retain jobs, or gain valuable skills to enhance their daily work. Examples from 2018 include:

- Equipment to enable the Building and Construction Trades to train apprentices and journeyworkers on the most current technologies used at construction sites.
- Forums to bring Building Trades Training Directors together to discuss best practices and achieve economies of scale on training initiatives. Many of these forums resulted in “train the trainer” programming, where Lead Trainers took best practices back to their locals.
- A variety of skills trainings including communication, writing, problem solving, test prep, and more for CSEA members across the state.
- Work with 1199SEIU on development of pilots for two new apprenticeships: Medical Coder and Certified Central Sterile Processing Technician. Other programming with this union focused on moving individuals up the C.N.A. to LPN career ladder.



# CHILD CARE SUBSIDY

## FACILITATED ENROLLMENT PROGRAM

WDI's Child Care Subsidy Facilitated Enrollment Program (CCSFEP) is designed to expand access to child care subsidies for moderate-income working families earning up to 275% of the Federal Poverty Level (FPL). During 2018, the program enrolled 2,017 children from 1,408 families, while simultaneously supporting 901 small business child care providers in eight (8) counties of the state. Investments in child care offer benefits on two levels: support for the *current* workforce because it enables parents to work, and support for the *future* workforce because it enables access to developmentally appropriate child care with quality learning opportunities. Reduction of these

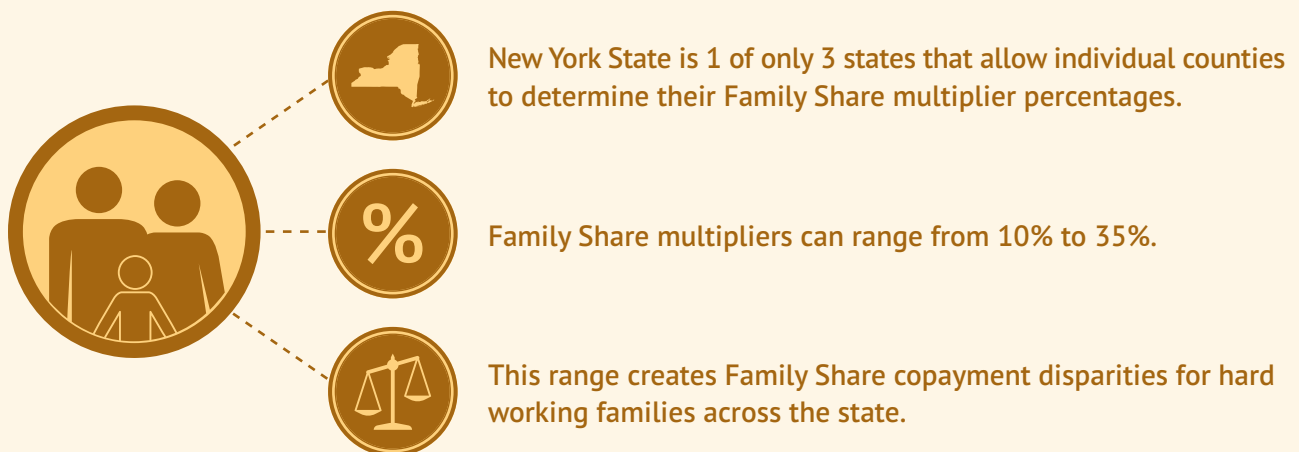
employment barriers for parents also helps to address attrition and reliability issues that limit economic growth for New York State employers.

**An issue that WDI has worked to address this year is the significant differences in the "family share" cost from county to county.** Families funded by the WDI program face different family share amounts depending on the county in which they reside. This residential variance can significantly limit a family's access to quality child care and mean the difference between licensed care and unregulated care.

With the support of local Department of Social Services Commissioners, WDI

successfully coordinated implementation of the first waiver outside of NYC that limits the percentage of family income contributed towards the cost of subsidized child care. Onondaga County's waiver was approved by the NYS Office of Children & Family Services and three additional counties are considering waiver submissions, opening the door to more working families having access to subsidized child care under the Facilitated Enrollment Program.

### Family Share Residential Variances



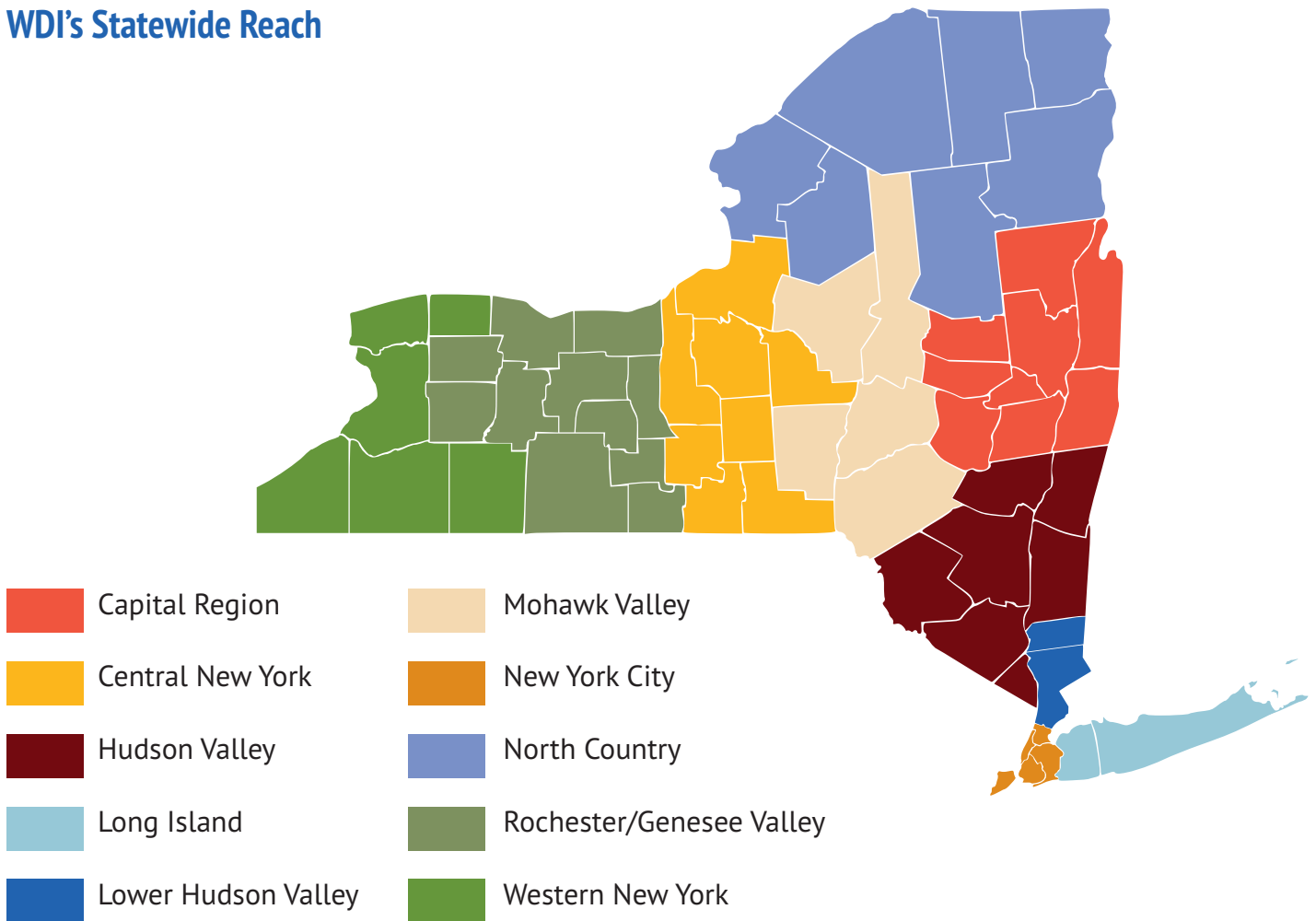
*Figures based on a Family of 3 at 200% of the Federal Poverty Level (Annual Gross Income \$40,840)*



# ADDITIONAL INFORMATION ABOUT US

WDI is supported primarily through the legislature and two NYS agencies—the Department of Labor and the Office of Children and Family Services. Program expenses included those for our interactive grants program as well as for program staff for the regional workforce development and child care efforts. New program-related expenses this past year were for Future Skills Exchange, an online skills/credentials/training platform that is in development. Last year the WDI had a total of 32 staff across the state.

## WDI's Statewide Reach





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DEVELOPMENT  
INSTITUTE

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